

Customer Service Strategy

Final Report



City of Atlanta
April 17, 2003

In Partnership with the Georgia Power Company



CoA has partnered with Georgia Power to develop a customer service plan for the City

GA Power

CoA

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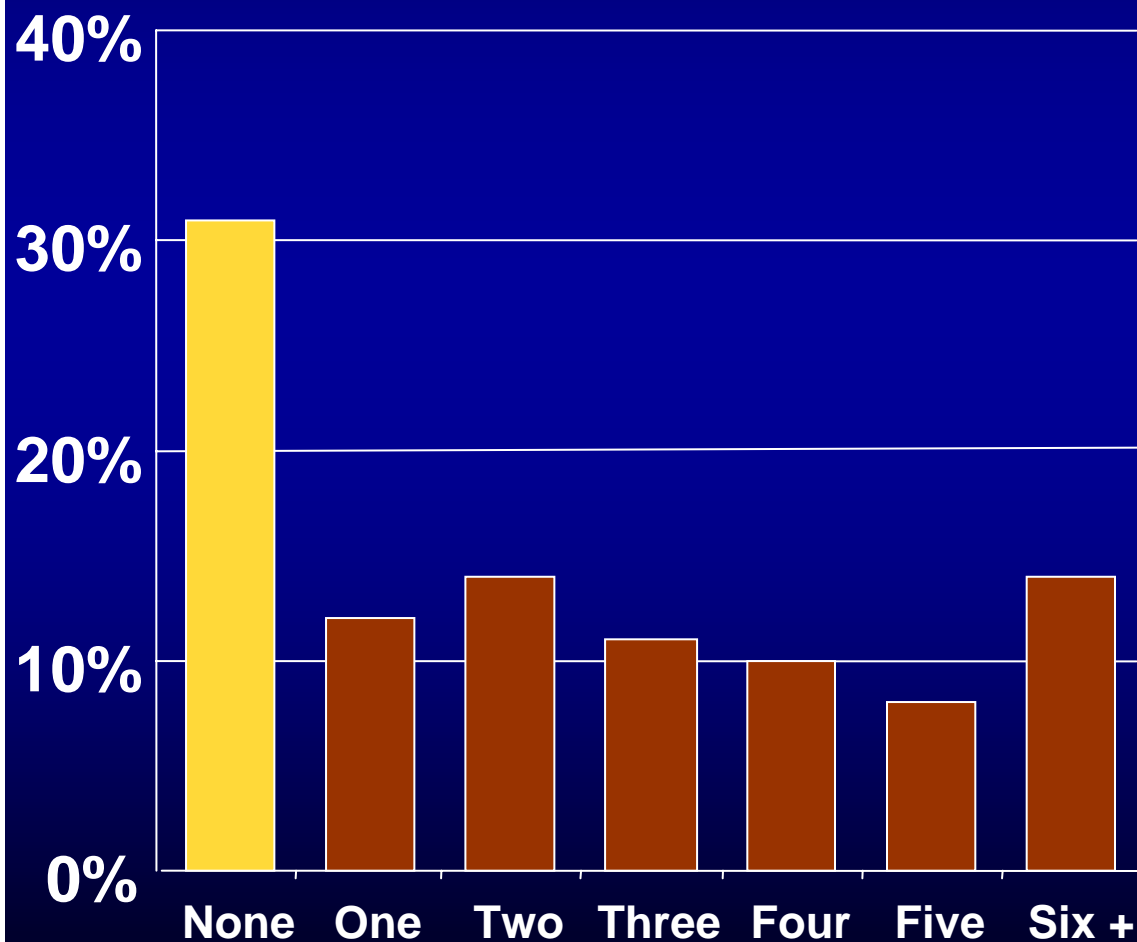
Agenda

- Overview
- Current State Assessment
- Review of Best Practices
- TO-BE Customer Service
- Estimated Costs and Implementation Plan
- Next Steps



Nearly 70% of Atlanta residents contact the City each year

How many times in the last year have you contacted the City?



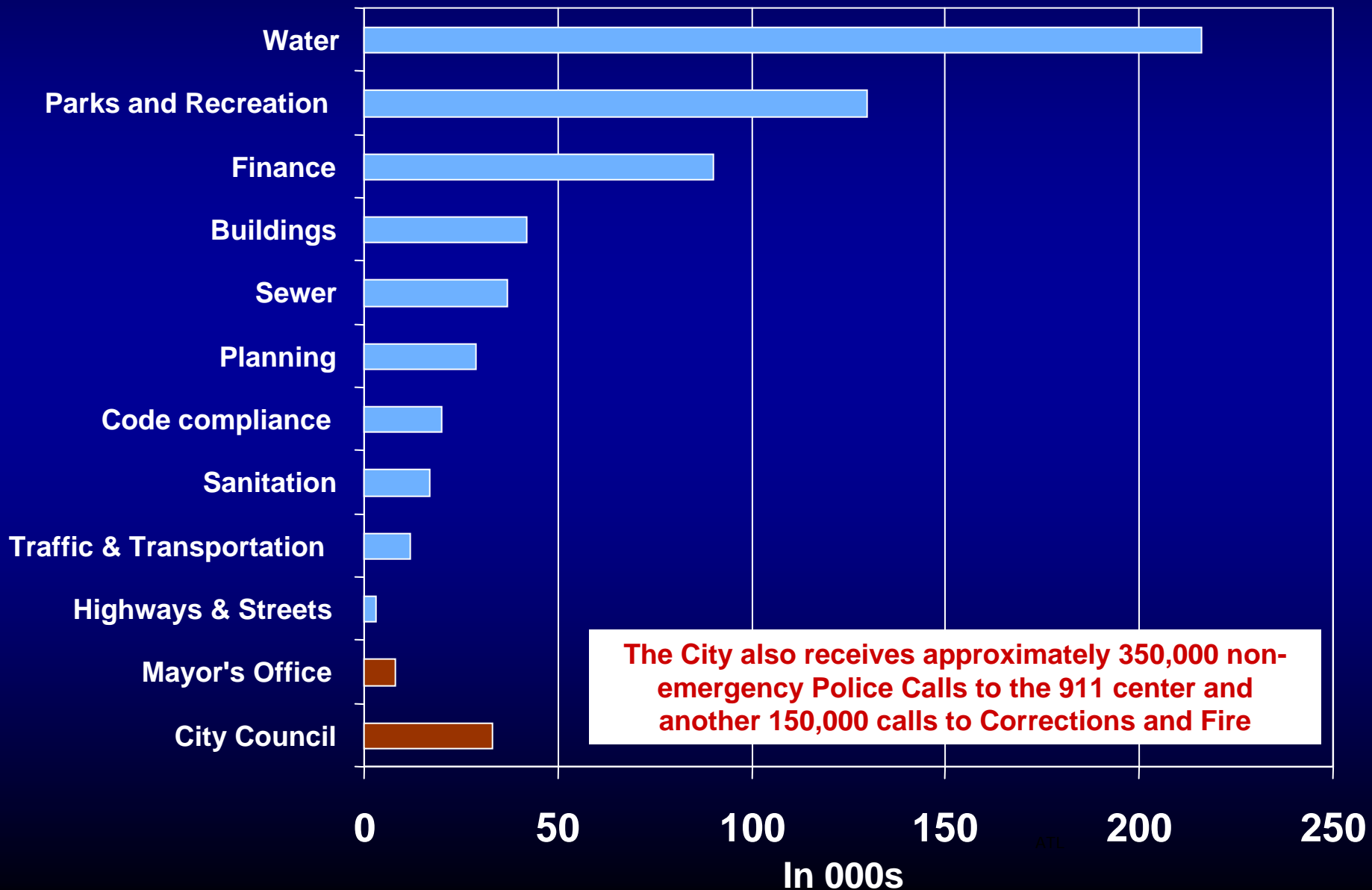
Source: COA Citizen Satisfaction Survey: March 2003

How satisfied were you with the experience overall?





We estimate total call volume to be 1.1 million per year





Summary of key issues

Process

- No single point of contact
- Too many cold transfers, voice mails
- No city-wide call tracking
- Little follow up with customers
- Few performance metrics
- Inefficiencies due to distributed customer service personnel and facilities
- Little customer service data for use in operations decision making

Technology

- Multiple customer service and work order management technologies (city has lots of technology inefficiently deployed)
- Poor use of content management and self help tools

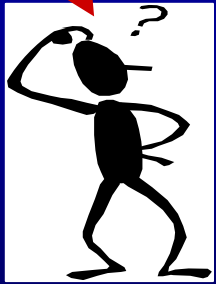
Human Infrastructure

- No one person is in charge of customer service
- Inconsistent performance levels
- Insufficient selection & training of customer service personnel
- No use of performance incentives
- No city-wide customer service "culture"



Illustration of key issues: request for bulk rubbish pick-up

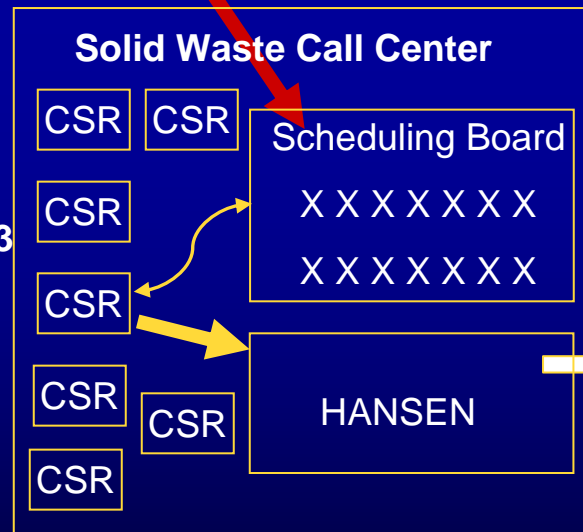
Resident's bulk rubbish not picked up; have to find number and call



No ability to schedule on-line

Calls
404-330-6333

Schedules not automated. CSR must reference wall chart for scheduling. CSR has to look up manual for processes (not available on-line)



Substation

SS1

SS2

SS3

SS4

Supervisor assigns to crew

If scheduled time can't be met, no automatic message back to CSR to call customer and revise pick-up time

No automatic feedback loop back to customer upon completion



Pick up bulk rubbish



The City has multiple call centers with over 80 Customer Service Representatives (CSRs)

Public Works

Traffic & Trans.
2 CSRs

Highways & Streets
2 CSRs

Sanitation
7 CSRs

Watershed Management

Waste Water
8 CSRs

Water
18 CSRs

Planning & Community Development

Buildings
10 CSRs

Code Compliance
5 CSRs

Planning
3 CSRs

Other

Parks
5 CSRs

Finance
6 CSRs

Fire
1 CSRs

Police
9 CSRs

Constituent Services
7 CSRs

Corrections
2 CSRs

City Council
15 Staffers



These call centers are supported by multiple technologies

	Watershed Mngt	Public Works	Parks	DPCD	Water
Customer Service (CRM)			Done Manually		Cstar
Work Order Management		Hansen		KIVA	Maximo

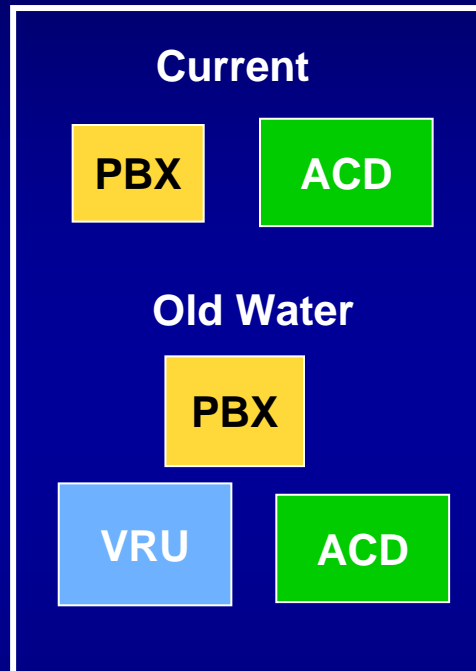
- Multiple customer service and work order management technologies (no enterprise-wide coordination)
 - Multiple systems dilute support for any one of them
 - Multiple systems camouflage the collective picture



The City also has an abundance of telephony and network technologies

- Adequate phone system capacity exists to support a city-wide call center
 - 6 Phone Systems (PBXs)
 - 4 Voice Response Units (VRUs)
 - 5 Automated Call Distributors (ACDs)
- Opportunities for cost savings through consolidation of existing telephony technologies

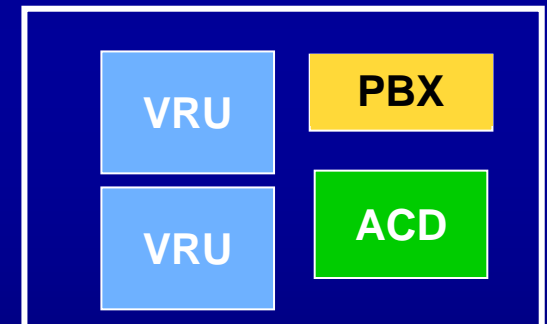
City Hall



Sewer (Englewood)



Traffic Court



City Hall East



United Water





Best Practices Summary

- Team looked at best practices in several cities
 - Baltimore (visited)
 - Phoenix (visited)
 - Chattanooga (visited)
 - Louisville (visited)
 - New York (briefed by implementing team)
 - Houston (briefed by implementing team)



Best Practices: Processes

- **Adapt your processes to selected customer service system where possible (avoid customization)**
- **Establish "Service Delivery" standards for each service request (programmed into new customer service system)**
- **Build knowledge base by Department and have Departmental "champion" keep current**
- **Create strong communications links between CSRs and Service Delivery Personnel**
- **Provide service request tracking number to citizen to aid in follow-up and to promote confidence in ownership**



Best Practices: Technology

- Create centralized call center accessible by one number (*Be careful about 311!!*)
- Use a single customer service software solution with a plan towards an enterprise-wide solution
- Use knowledge-base tools to support enterprise-wide customer service
- Get GIS platform right
- Have real-time and historical call data readily available from telephony hardware/software



Best Practices: Human Resources

- **CSRs are monitored and measured on multiple metrics**
 - Metrics are focused at CSR, team, and center-wide levels
 - Formal recognition in place to reward outstanding performance
- **Training needs to be well organized, extensive, and targeted specifically at job knowledge**
- **Use performance-based compensation such as performance premiums**
- **Proactive and consistent communication help sell the value of the CS Center**
 - Continuous improvement efforts were broadly communicated and specifically targeted



Vision

To provide anyone who contacts the City of Atlanta with a seamless customer service experience that is responsive, easy to use, efficient, and delivers services in a caring manner while promoting a positive image for Atlanta City government

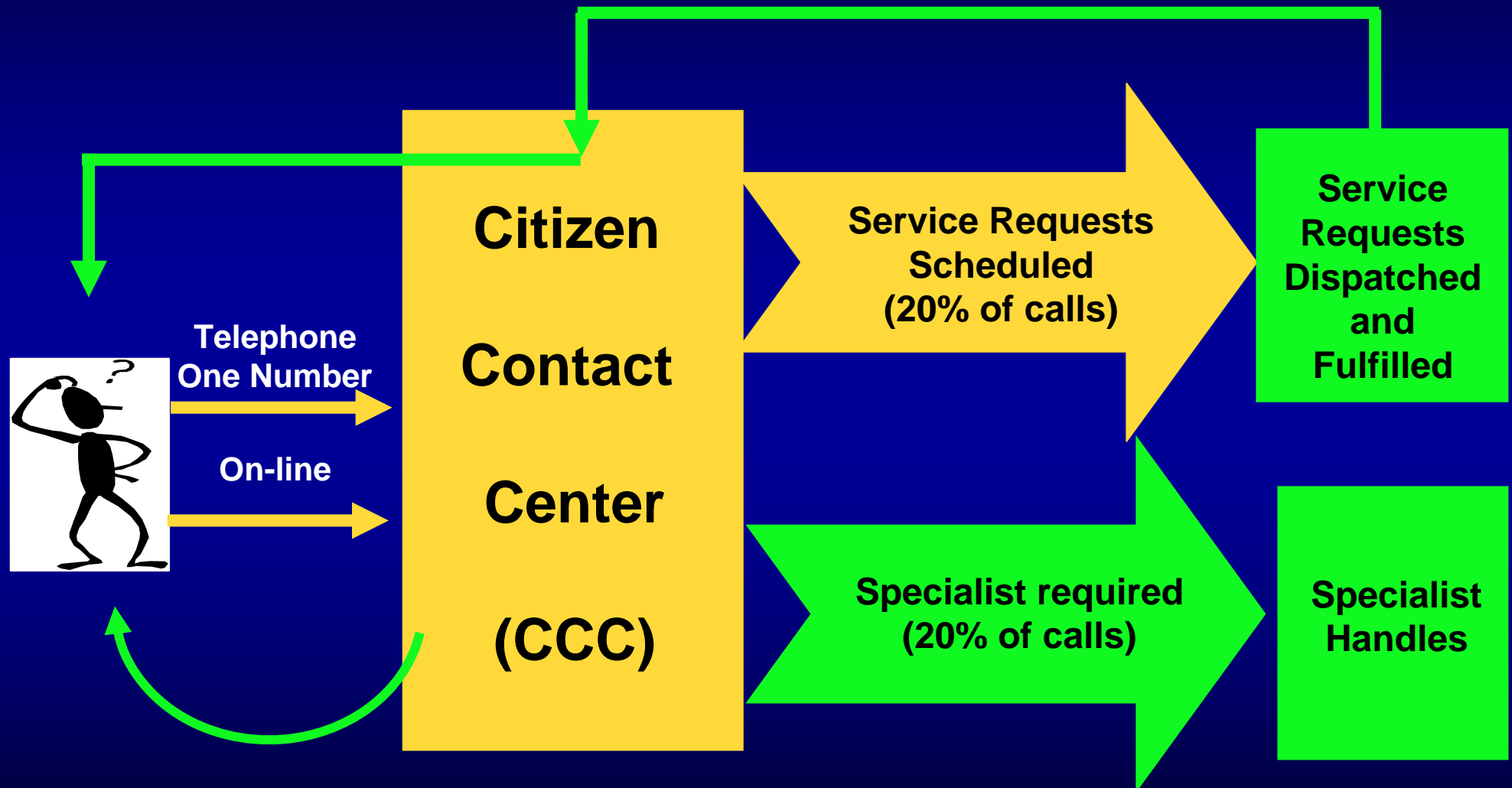


Strategic Objectives

- **Promote customer service “reinvention” as a key Mayoral initiative to change the way the citizens of Atlanta interact with and view City of Atlanta government**
- **Create a new customer service environment that increases the transparency of City government and encourages citizen empowerment**
 - **use citizen touch points as a source of information for management decisions**
 - **allow citizens to track performance of the City, both on specific service requests and overall customer service**
 - **improve the information flow among the Mayor and the City Council by creating an open customer service system (no more falling through the cracks!)**
 - **hold managers accountable for performance (track on dashboard)**
- **Create a new culture of citizen service**



The citizen experience will be radically different than today



- **Goal: 60% of calls handled immediately (info only)**

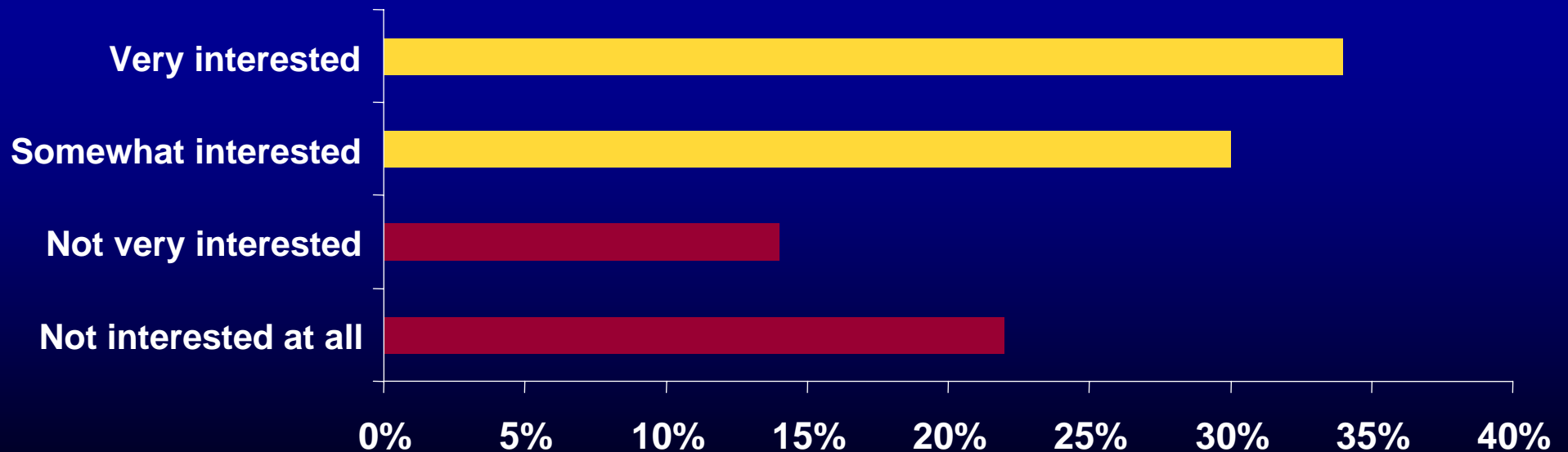
- **Contact status accessed on-line, visible to citizen and city management**



Over time, we want to increase the use of on-line and other tools to encourage “self service”

- Of those who contacted the city last year, nearly 10% used e-mail
- Nearly 40% have sought information on the City on-line
- 58% of Atlanta City residents have on-line access at home

How interested are you in communicating with the city government online?





To be successful, some business processes (or practices) may need to be changed

- **Standardizing customer service delivery**
 - some customer service functions today are handled on an ad hoc basis
- **Automating fulfillment efforts**
 - making sure that the system is updated when service requests are completed
- **Developing standard service expectations**
 - some City services are delivered without formal service targets (i.e., “we will get to it when we get to it”)



We also need to tackle several technology issues

Requirement	Solution
<ul style="list-style-type: none">• The Citizen Contact Center will rely on our ability to attach Citizen addresses with City assets	<ul style="list-style-type: none">• Develop city-wide GIS strategy that unifies address/location functions
<ul style="list-style-type: none">• Since CSR's will be taking service requests, we need a unified CRM/Work Order management system	<ul style="list-style-type: none">• Select a single CRM/WOM solution and migrate the City departments to it (in phases)



Technology Challenges (con't)

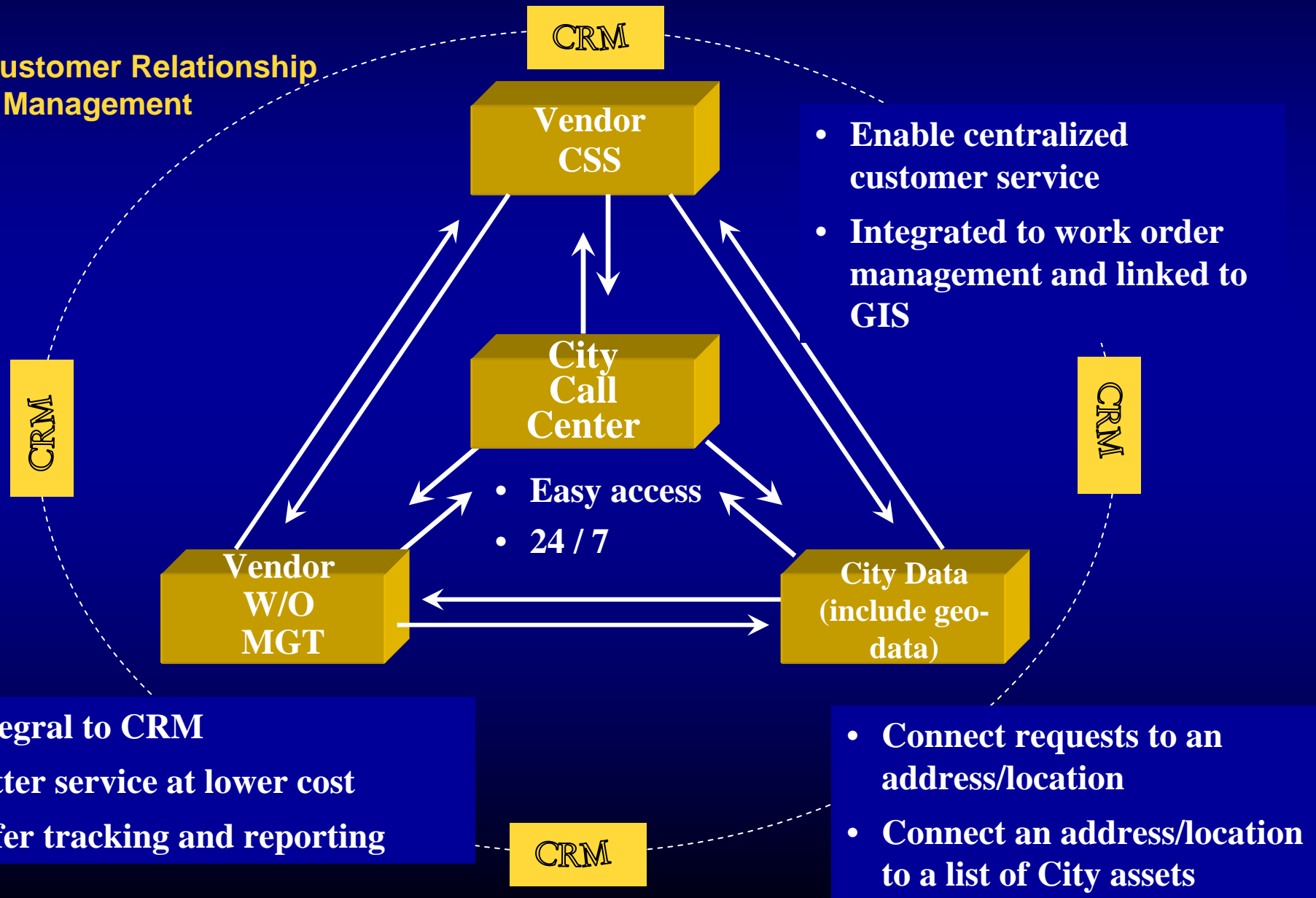
Requirement	Solution
<ul style="list-style-type: none">• The CCC will require CSRs to have access to as many information resources as possible (e.g., telephone directories, zoning parcel data, sanitation pick-up schedules)	<ul style="list-style-type: none">• Launch a unified content development and management effort that will identify and make available these content databases
<ul style="list-style-type: none">• Over time, the CCC will shift citizens to automated VRUs & on-line services to reduce the need for human touch points	<ul style="list-style-type: none">• Begin identifying existing and new on-line solutions that can be integrated into the CCC



TO-BE Technology

An enterprise-wide CRM Application

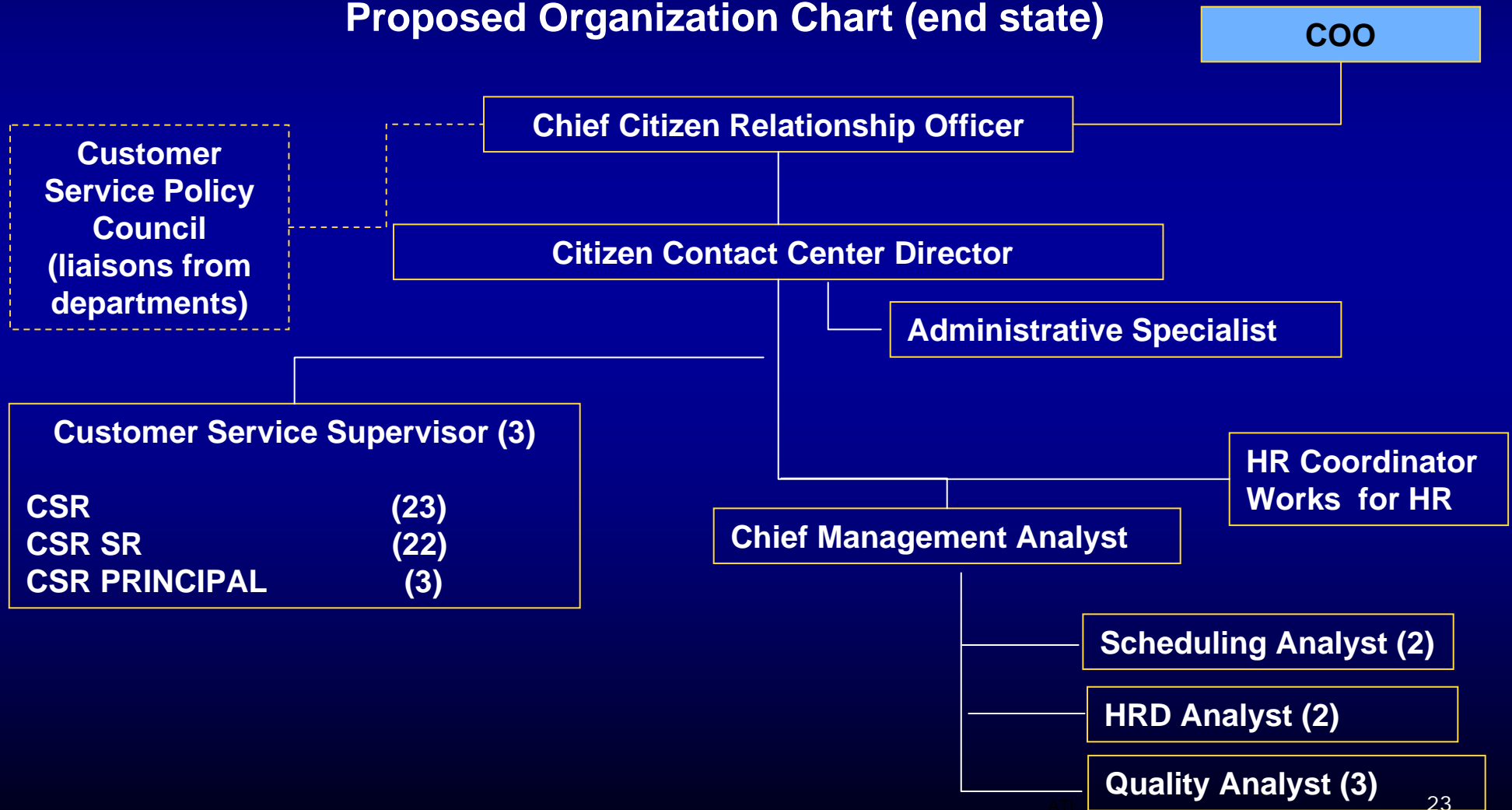
CRM - Customer Relationship Management





The CCC also depends on our ability to successfully build a new customer service organization

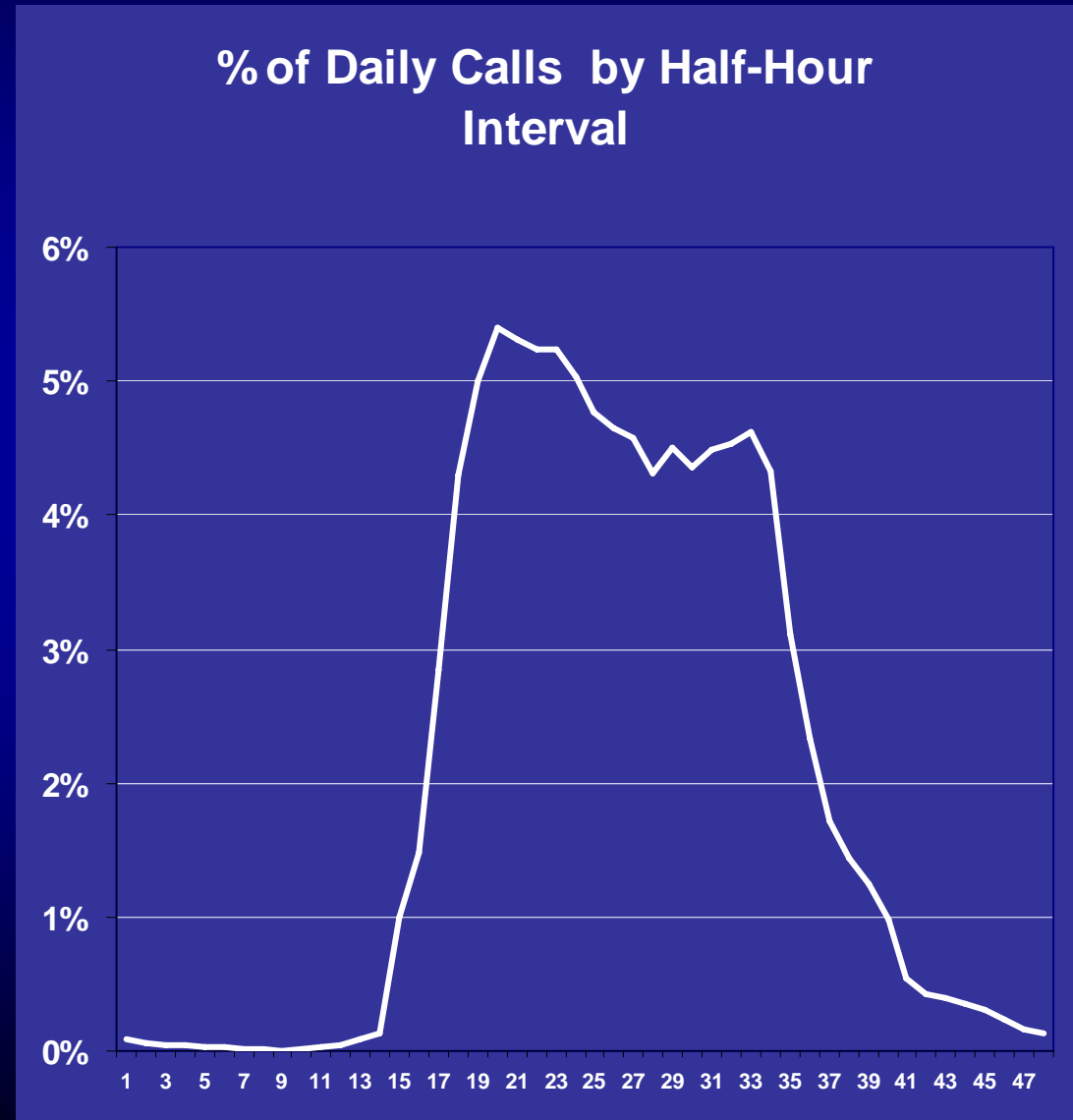
Citizen Contact Center Proposed Organization Chart (end state)





We estimate that we will need between 45 and 50 CSRs when the CCC is fully operational

- CSR requirements are based on “peak” requirements for answering calls
- Our 45-50 CSR estimate is based on the following assumptions:
 - 24X7 operation
 - no use of IVR at launch
 - 130 seconds in handling time per call
 - 80% of calls answered within 30 seconds
 - 90 seconds for call transfers
 - 21% of the time CSRs are not on the phone





The City currently has an estimated 90 customer service personnel

Dept.	#CSRs	#Mgr/Sup	Costs
Sewer	8	2	\$442,600
Public Works	11	1	\$511,402
Planning & Comm. Dev	15	2	\$679,458
Finance	7	-	\$293,580
Parks, Recr & Cul. Affairs	5	-	\$169,465
Police	7	2	\$346,943
Constituent Services	7	-	\$287,000
Other	3	-	\$111,360
Total	63	7	\$2,841,808
Water	18	2	\$764,400
Total including Water	81	9	\$3,606,208

- *There are 15 Council Aides who take customer calls*



We think that many of these positions can be filled internally, although some external expertise may be needed

Current CSR Staff

9 Management

81 CSRs

Total (90)

CCC Staff (after ramp-up)

Citizen Relationship Officer (1)

CCC Director (1)

Chief Management Analyst (1)

Customer Service Management Specialists (8)

Customer Service Supervisors (3)

Customer Service Reps (48)

Total (62)

- **We plan to offer incentives to encourage existing CSR staff to move to the CCC**
- **The move will be seen as a positive career move**



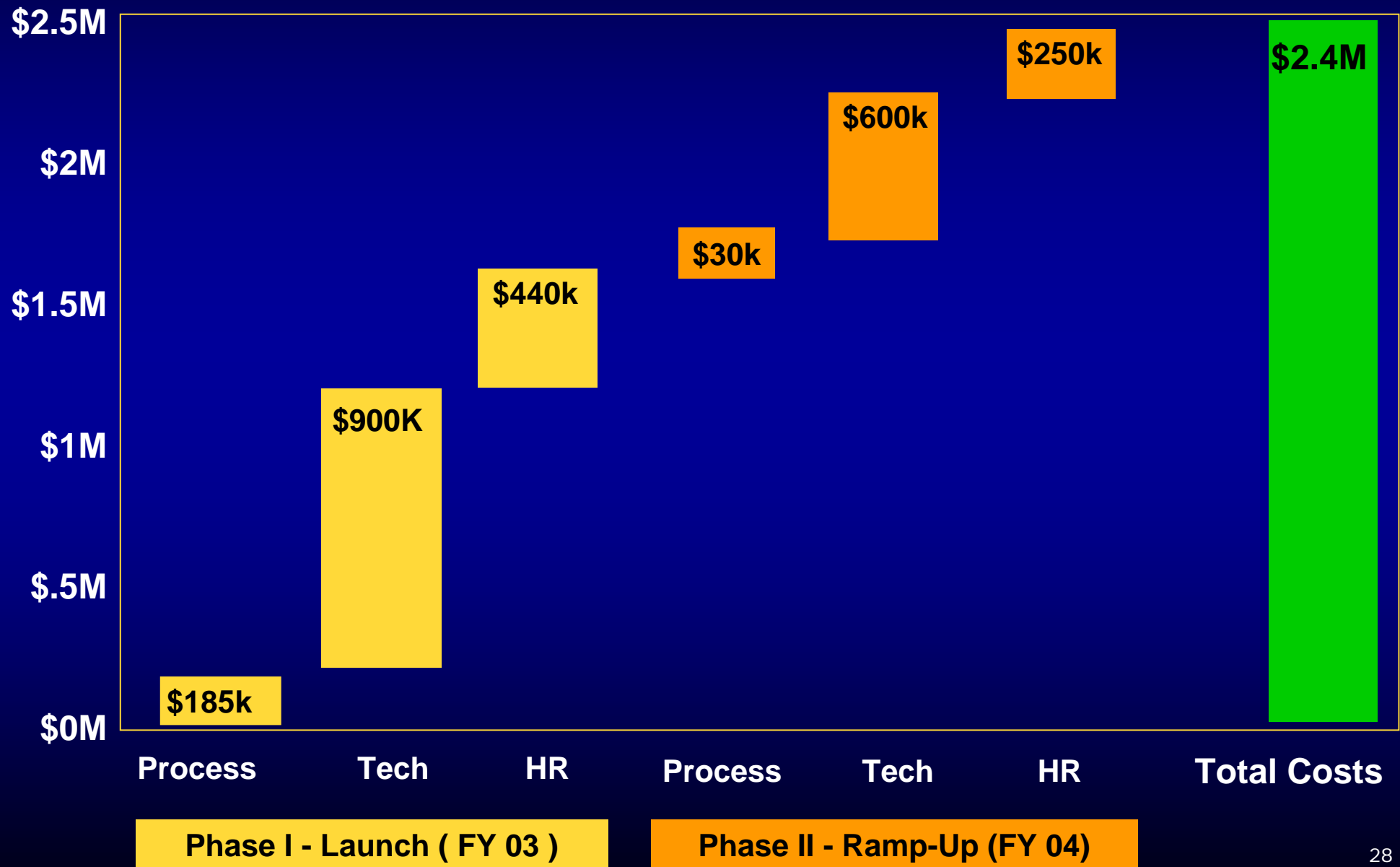
We recommend launching the CCC in phases

Phase I

- **Create Citizen Contact Center**
 - hire senior and specialized staff
 - identify space and build-out center
 - transfer CSR staff
- **Begin with calls for the following departments/bureaus**
 - Planning & Community Development
 - Public Works
 - Parks, Recreation & Cultural Affairs
 - Constituent Services
 - Waste Water
- Target one year to launch the service (may be considerably faster depending on CRM/WOM selection)



**We estimate total costs of about \$2.3M,
with significant opportunities for offsets**





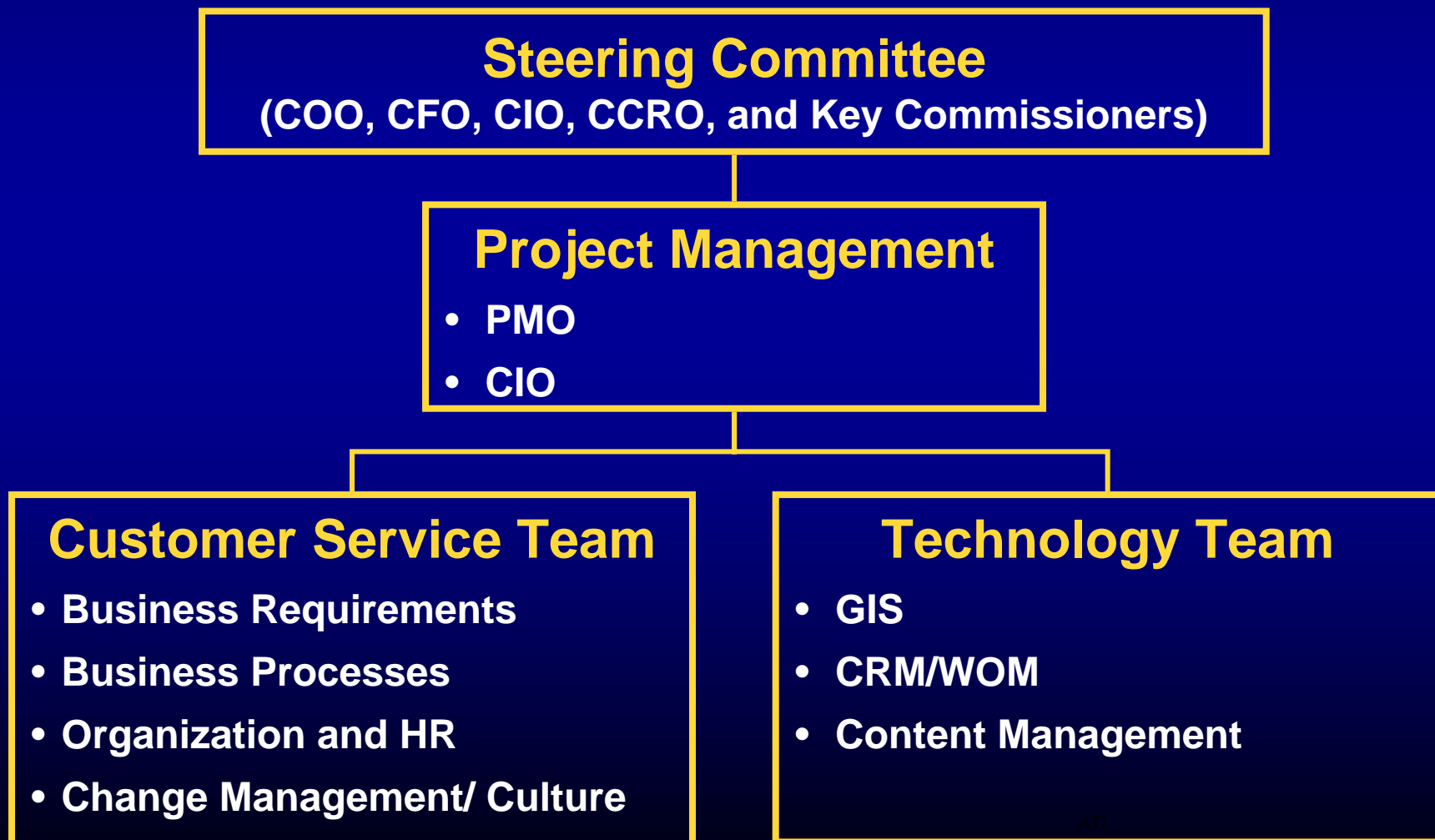
There are potential cost savings/offsets and other benefits

- We are currently spending approximately \$280K annually on software to support customer service; we expect to spend somewhat less in the future (approximately \$225K)**
- By rationalizing our telecom environment, we expect to reduce telecom costs by approximately \$300k per year**
- Our model assumes no FTE reduction in Customer Service, although we do expect some efficiencies in personnel**
- We are seeking funding from a national foundation interested in our citizen empowerment model**
- Finally, by providing more effective customer service, we believe we can generate significant savings through reduction of repeat calls and the need for human touch points**



We recommend that an Executive Committee and a Working Team be established to launch this effort

Customer Service Implementation Team





When we are done, we shall have made a permanent change in the way the city delivers customer service

- A 24X7 operation
- Staffed by qualified and trained customer service professionals
- Overseen by management focused entirely on customer service
- Evaluated based on “best in class” customer service standards
- Transparent to citizens, executive branch management and Council
- Using customer service tools to drive both efficiency and effectiveness
- Increasing employee morale
- **INCREASING CITIZEN SATISFACTION AND EMPOWERMENT**



**THANK YOU
GEORGIA POWER!!!**

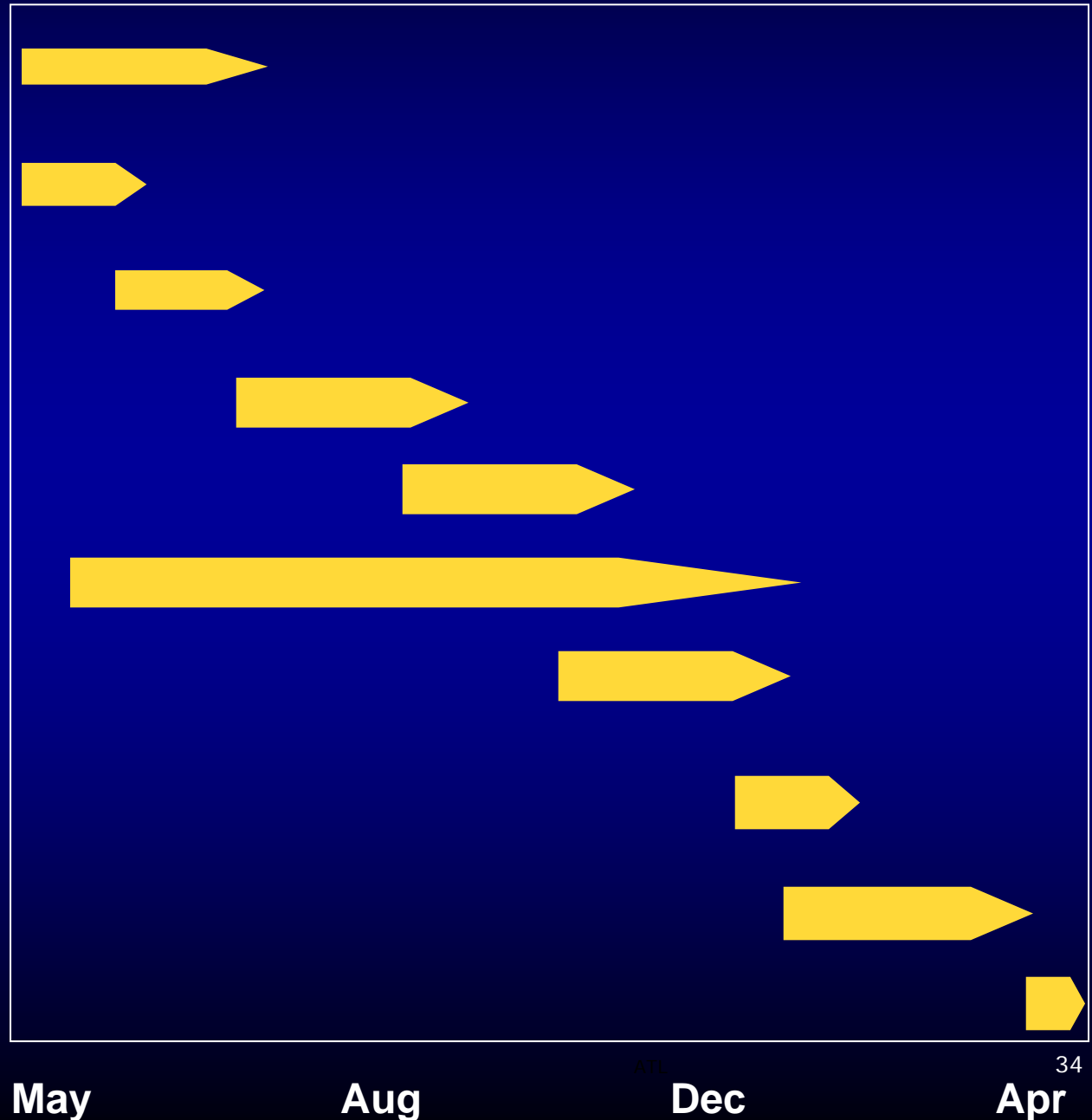


Back-Up Slides



Proposed Workplan

- Develop business process requirements
- Hire CCRO and CCC director
- Develop knowledge base requirements
- Select CRM/WOM system
- Install CRM/WOM system
- Complete GIS re-alignment
- Conduct site selection & preparation
- Install call center technology
- Hire and train staff
- Take first call





Process Costs

Type of Cost	Launch	Ramp-up	Total
Consulting	\$35,000	-	\$35,000
CRM Training for Svc Delivery	\$10,000	-	\$10,000
Communication & Printing	\$5,000	-	\$5,000
CCC facility	\$30,000	\$30,000	\$60,000
Software Dev (Intranet)	\$55,000	-	\$55,000
Svc. Delivery Tech. Upgrade	\$50,000		\$50,000
TOTAL	\$185,000	\$30,000	\$215,000



Technology Costs

Type of Cost	Launch	Ramp-up	Total
Hardware	\$81,000	\$80,000	\$161,000
Software	\$610,000	\$500,000	\$1,110,000
Telecom	\$9,000	\$9000	\$18,000
Consulting/ Contract labor	\$100,000	\$100,000	\$200,000
TOTAL	\$800,000	\$689,000	\$1,489,000



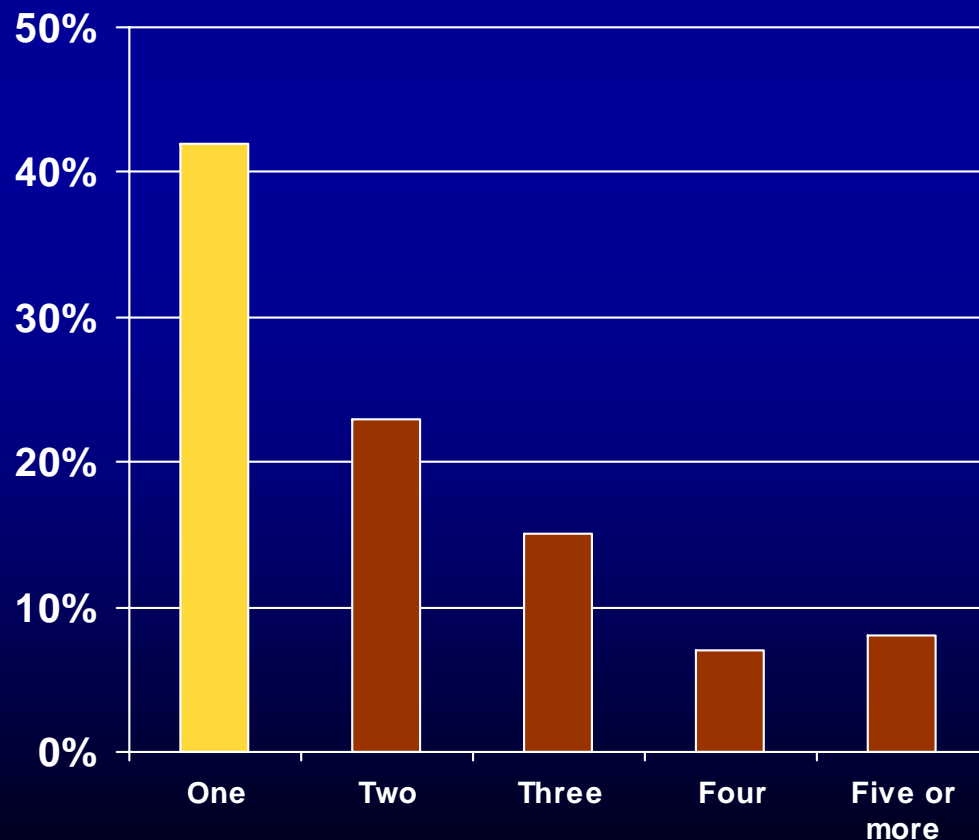
HR Costs

Category	Launch	Ramp-up	Total
Recruiting	\$18,000	\$6,000	\$24,000
Testing	\$18,240	\$10,600	\$28,840
Curriculum Development	\$51,200	-	\$51,200
Training Services	\$40,960	\$30,720	\$71,680
Change Management	\$100,000	-	\$100,000
Labor	\$210,410	\$195,932	\$406,342
Other	\$1,465	\$1,465	\$2930
Total	\$441,275	\$245,717	\$686,992



Costs savings due to reduction of multiple calls

How many contacts did you have with city representatives before your issue was resolved?



- On an average, it costs the city approximately \$5 to respond to a citizen telephone call
 - Chattanooga estimates \$8/call; our number is based on narrow, direct costs
- More than 55% of the issues required two or more calls
- We estimate that at least 30% of the repeat calls will be eliminated (approximately 200K calls less to the city)
- Savings of roughly \$.5M every year in direct costs



A single enterprise-wide customer service and work-order system will achieve several goals

- **Standardizes a service delivery process**
- **Scaleable to support additional city services**
- **Provides call center entry into city services**
- **Contains appropriate knowledge base and scripting tools to support customer service**
- **Allows for future citizen self service**
- **Allows for enterprise-wide reporting and analysis of city service activities**
- **Facilitates maintenance and capital planning**
- **Improves ability to capture billable services**
- **Enables centralized IR support**

Must satisfy the functional requirements of all departments



We need to sort out the City's GIS situation

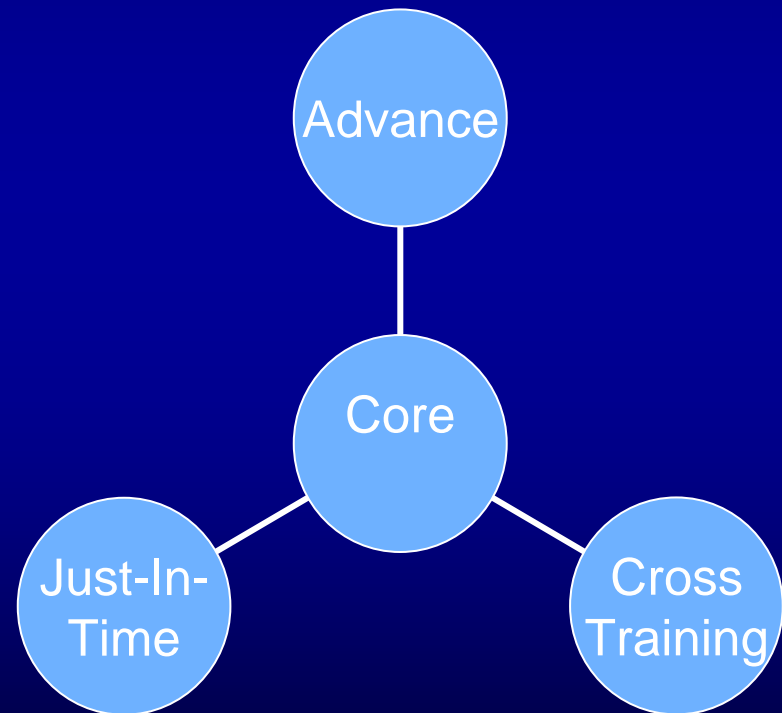
- Multiple GIS layers updated and secured by different organizations
- Multiple address files with different attributes, database sizes, and naming conventions
- No formal city-wide policy relating to the exchange of GIS data (*internally and externally*)



TO-BE Human Infrastructure - Training

Training Model

- Core Training
 - Orientation, Customer Service, Technology, Mentoring
- Cross- Training
 - Training of existing employees in Public Works, Planning, Sewer, Constituent services
- Just-In-Time/Recurring
 - Safety, Security, Customer Privacy
- Advance Training
 - "The Customer" (for departments), Team Building . Valuing Customer Differences





Recommended Team Membership

Customer Service Implementation Team *Executive Committee Members*

Chief Operating Officer CCRO	Commissioner, PRCA
Chief Financial Officer	Commissioner, PCD
Chief Information Officer	Commissioner, Public Works
	Commissioner, Watershed Management

Customer Service Working Group

Telecommunications	Donna Williams	Watershed	Reco Griffin
Constituent Services	Katherine McCladdie		Melinda Langston
Information Technology	Lamont Carr		Steve Vance
DPCD	Al Buckmaster	Citizen Contact Center	Director, TBD
	Jackye Fauntleroy	DPRCA	TBD
Public Works	Garney Ingram Reid	Police	TBD
	Earl Sims	Finance	TBD